

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

PEPPERIDGE FARM INC

Delaware Valley Industrial Resource Center

Training in Six Sigma Produces a Sweet Taste for Pepperidge Farm, Inc.

Client Profile:

The Pepperidge Farm Company was established in 1937. It is primarily a proprietary manufacturer of bakery products for general retail consumption. Key customers include national food chains and local food stores. The company also exports worldwide. Pepperidge Farm Inc., with eight manufacturing facilities, is publicly owned and part of Campbell Soup since 1961. The Pepperidge Farm Company has eight manufacturing facilities. The plant located in Downingtown, Pennsylvania employs 450 people.

Situation:

Pepperidge Farm engaged the Delaware Valley Industrial Resource Center (DVIRC), a NIST MEP network affiliate, to assist them with implementing Lean training. While one of DVIRC's Lean content experts was working on-site at the Downingtown facility, he observed that there was high scrap and thrift indicating that there was an issue regarding variations in production. It was further recognized that this particular facility was having difficulty in identifying the root cause of this problem and substantiating investments to pursue a solution without proof of return.

Solution:

DVIRC suggested that the company focus on implementing a data based decision making tool which could contribute to Pepperidge Farm's ability to achieve cost and quality goals for the current and coming years. To begin this process, DVIRC suggested that they enroll a key employee in the DVIRC 2008 Six Sigma Green Belt Certification program, which includes on-site coaching and project support. Using the project selection matrix tool provided by DVIRC, the Pepperidge Farm continuous improvement team prioritized and selected quality improvement of the pastry folding line as the optimal project. The path to finding and implementing a solution in this project involved other Six Sigma tools including: process observation, mapping, data collection, graphical analysis, solution development, implementation, and verification. Throughout Pepperidge Farm's participation in the Six Sigma Green Belt certification program and with the guidance of DVIRC Master Black Belts, the Pepperidge Farm employee was able to acquire additional skills that enabled him to help the company experience marked quality improvement. As a result of DVIRC's assistance, Pepperidge Farm now has a standardized process for set-up and dynamic control on their pastry folding line.

Results:

* Anticipated return on investment of \$100,000.

Testimonial:

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